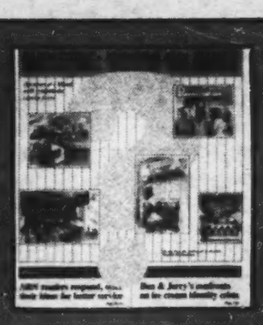
11/10/87 C5150-5

NEWSPAPER

Bayside's food court fights start-up jitters

Focus section follows page 40



...en spirits
...ily stories

Report/Page 71

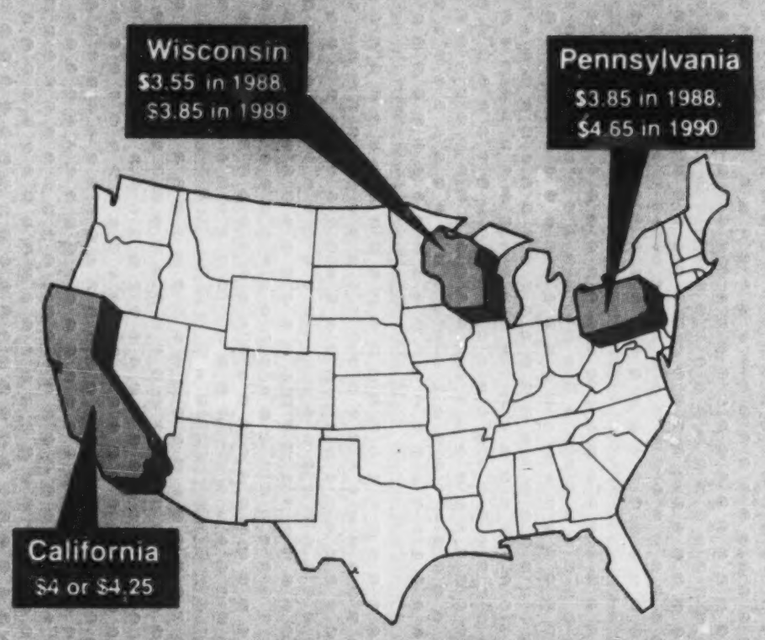
00063160
MS. JEANNE LONG
CONGRESSIONAL INFO. SERV 162
4520 EAST-WEST HIGHWAY
BETHESDA MD 20814

Nation's Restaurant News®

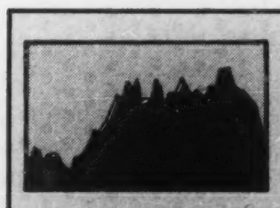
NATION'S RESTAURANT NEWS 20 1967-1987

The Weekly Newspaper of the Food-Service Industry

Vol. 21, No. 45 | **Published every Monday by Lebhar-Friedman Inc.; $2 a copy, $26.50 a year** | **November 2, 1987**



Restaurateurs combat post-crash stock jitters



Stocks plummet
More news on the panic, full stock table
Page 99,103

By Don Jeffrey

NEW YORK — Restaurant companies scrambled to buy back their plummeting stocks and boost the battered confidence of their investors as the stock market crashed amid panic selling and record volumes.

But although restaurants lost millions in equity when stock prices tumbled, they were not hurt so badly as the nation's largest and most widely followed corporations.

The *Nation's Restaurant News Index* of 84 stocks fell 20.4 points, or 11.2 percent—the biggest one-week drop ever—and closed at 161.4 on Oct. 23. In two weeks the index lost 17.3 percent of its value.

The Dow Jones Industrial Average, the bellwether index of 30 blue-chip stocks, dropped 295.98 points in the week, or 13.2 percent, to 1,950.76. On Black Monday, Oct. 19, it fell a record 508 points. In a shortened trading session on Monday, Oct. 26, the Dow plunged 156.83 points, to 1,793.93, on volume of 308.8 million shares.

Only three restaurant com-

*(See **STOCKS**, page 104)*

WAGE FIGHT

Battle over minimum wage enters nation's statehouses

By Karen Bruno

While a war is raging on the federal level over the proposed minimum-wage hike, several states are fighting the battle on their home turf.

The legislatures of California, Wisconsin, and Pennsylvania are voting on bills that would boost the minimum wage above the federal minimum of $3.35.

At the same time Congress is preparing to vote on a bill that would raise the national minimum wage—for the first time in seven years—to $3.85 in 1988, $4.25 in 1989, and $4.65 in 1990.

"It's been seven years since the minimum wage has been

*(See **STATES**, page 104)*

Labor lobby blasts industry with ammo from McDonald's

By Ken Rankin

WASHINGTON — Admissions earlier this year by McDonald's topsiders that a minimum wage raise won't affect their chain adversely are coming back to haunt the food-service industry.

In testimony before the House Labor Standards Subcommittee, AFL-CIO president Lane Kirkland said "most low-wage employers would pay a living wage if they were confident the competition would do the same."

That belief "was recently borne out when the chief executive officer of the McDonald's hamburger chain said his company 'could not find a detrimental effect from the minimum-wage increases based on history,'" Kirkland said.

Citing coverage in *Nation's Restaurant News*, the AFL-CIO chief noted that McD's "is now paying an average hourly wage of $4.01, much higher than the 1988 wage adjustment" proposed in legislation sponsored by Rep. Augustus Hawkins (D-Calif.) and Sen. Edward Kennedy (D-Mass.).

The statements by McDonald's executives and Kirkland's use of them in testimony to Congress undermine efforts by food-service industry lobbyists to portray the pending minimum-wage bill as a "disaster" for restaurant operators and workers.

The AFL-CIO chief, one of three top organized labor rep-

*(See **WAGE**, page 101)*

Bruggemeier raises Cincinnati Phoenix

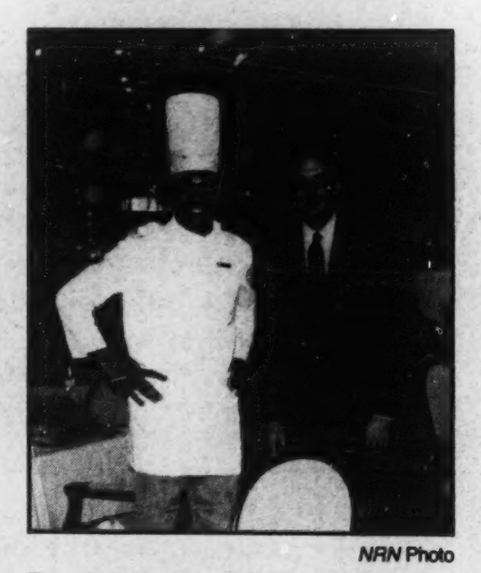
By Paul Frumkin

CINCINNATI — After spending more than two years on building and managing Warner LeRoy's sprawling 1,000-seat dining extravaganza, Potomac, in Washington, Carl and Shelley Bruggemeier have embarked on their own equally daunting project.

The husband-and-wife team together with local real-estate developer Bruce Sholk—operating under the name Phoenix Food Service Corp.—is developing a 120,000-square-foot mixed-use dining and conference center called the Phoenix in downtown Cincinnati.

Scheduled for completion in the fall of 1988, the Phoenix will include two dozen dining and meeting areas—including

*(See **PHOENIX**, page 104)*



NRN Photo

Paul Sturkey, left, executive chef and Carl Bruggermeirer, co-owner of Phoenix.

KFC overhauls field network, erases 90 posts

LOUISVILLE, Ky. — In a bold move to decentralize, Kentucky Fried Chicken is transferring top-ranking executives from its head office here to nine new regional outposts and doing away with 90 other positions.

"We knew we had to eliminate redundancy in field organization," said Richard Mayer, KFC chairman and chief executive.

"It's as if the Berlin Wall had been removed," said John Neal, president of JRN Chicken Stores Inc., a 74-unit franchisee located in Columbia, Tenn.

"The decentralization cuts through all aspects of KFC's business, not just fran-

*(See **KFC**, page 104)*

FOOD WATCH

Pasta potpourri

NEW YORK — From tony Upper East Side restaurants to casual downtown cafes, operators are merchandising pasta in new and unusual ways.

Caffe Cefalu, a relaxed trattoria on West Fourth Street near Perry Street in Greenwich Village and the two Poppolini's, on Christopher Street and Waverly Place, invite customers to create their own dishes by mixing and matching pastas and sauces.

For less than $10, Caffe Cefalu customers can choose ravioli, penne, and other pastas and top them with a choice of sauces, including tomato, oil and garlic, and other Italian favorites.

At the two Poppolini's, mix-and-match pastas are priced from $5.75 to $7.25. Choices include cappellini, spaghetti, fusilli, shells, and tri-colored rotelle topped with marinara, *agli e oglio*, Alfredo, primavera, or Bolognese sauces. —Joe Edwards

INDUSTRY HEEDS CALL FOR BETTER SERVICE IDEAS — PAGES F6-F8

INSIDE NRN

News

RA taps Goldberg for merchandising 18
Christensen appointed Tastee-Freez supervisor ... 18
CIA chooses Wertz as dean 18
I Love Yogurt to open new franchises 20
S&A Restaurant Corp. opens headquarters 20
Murphy new gm at Restaurant Row 20
MUDIA names Wolf food editor 20
Maryland operators pledge receipts to hungry 33
SFM elects Barclay as new president 33
Collins offers tiles to benefit new facility 36
Kramer wins cheese contest 78
The Hungry Baer to change concept 78
Warehouse unit donates receipts 78
Hardee's begins new operations program 81
Tax reform poll: 1 in 3 seek new ways to entertain . 81
Colombo joins cruise group 81
Cortese new prexy at Hugin Sweda 81
Senate introduces food safety project bill 100

Focus

Section follows page 40
Cover Story/Bayside: reflection of Miami F3
Viewpoint/Better service ideas F6-F8
Cornell group honors Brown as man of year F11
Lion's Club feasts on students' fanciest fare F12
Travel/Holiday Awards reunion meets in St. Louis . F21
Ben & Jerry's confronts identity crisis F23
Ben & Jerry's franchise shares profits with teens . F23
Viewpoint/Holiday shortages can hurt operators . F28
Viewpoint/New operators should hire consultants .. F28

Columns

Bernstein/Switching gears: the repositioning trap 7
Hochstein/The Mansion makes wine list friendly ... 28
Van Warner/Jreck Subs' has new baking equipment 36
Liddle/Giants, Halloween, and family stories 71

Food Trends

Fabricant/Brive, Seasons usher in autumn 11
Frumkin/Garvin balances creativity, classics 11
What's Hot/Houston 11

Advertising and Promotions

Alva/Nutty campaign turns tide for iHOP pancakes .. 14
Pizza Inn eyes Ogilvy & Mather 14
Country Kitchen targets key product 14
Le Croissant debuts print campaign 14
Levy group hires Tassani 14
Ad Watch/Bay Street Restaurants 14

Financial

McD's profit rises 14 precent in third quarter 99
Despite panic, firms promote stock 99
Partnerships report big profit jumps 99
McFaddin's losses mount 99
Pepsico boosts stak in Calny 99
Two Pesos prices offering at $10 99
Captain Crab to develop 10 sites 99
Famous reports $539,000 net profit 99
Stock table 103

Features

Letters 7
Reporters' Journal 7
Name Game 7
F.I.R.S.T. instructions .. 20
Product News .. 72, 82-86
Calendar of events ... F25
People on the Move:
Suppliers 76
Classified 87-96
Advertiser index 99

NRN Directory

For your own subscription to *Nation's Restaurant News*, call toll-free 1-800-262-9500

All other business, call 212-371-9400 and extension:

Newsroom 285
Display Advertising 404
Classified advertising 492
Subscription problems 419

NEWS DIGEST

René, Lewis to rejoin Baum at Rainbow Room

NEW YORK — André René and Alan Lewis, both of whom opened the landmark Windows on the World with restaurateur Joe Baum 11 years ago, are teaming up with him again, this time at the newly refurbished Rainbow Room in Rockefeller Center.

René

René, most recently executive chef at Swissôtel's Drake Hotel here, will assume the same title at the Rainbow Room. Lewis, formerly director of Windows on the World, will be general manager.

The Rainbow Room, which is scheduled to open in December, is a collection of restaurants, cocktail lounges, and private dining rooms on the top floors of the RCA Building.

Jerrico plans to test fast-food Italian unit

NEW YORK — Jerrico Inc., parent of the Long John Silver's fast-seafood chain, said it would begin testing a quick-service Italian concept before its fiscal year ends in June.

The company launched a full-service Italian chain called Florenz last year. Four units are now open.

After revealing plans for the new concept at an investment conference here, Jerrico chairman Warren Rosenthal said Long John would remain "our principal growth vehicle."

Ryan's eyes Italian concept, tests in-unit barbecue pits

GREENVILLE, S.C. — Ryan's Family Steak Houses Inc. plans to spin off an Italian dinner house concept featuring the high-volume feeding system of the company's very successful steak house chain, analysts report.

Meanwhile, in a quest for ways to crank more sales out of its core business, Ryan's is testing barbecues in several steak houses. The cookers are located in the units' dining rooms.

Ryan's Italian concept, which sources said would be tested early next year, would compete toe-to-toe with General Mills' Olive Garden, Jerrico's Florenz, and Imasco USA's Grisanti's concepts.

Soltner subordinate opens own restaurant

GREENWICH, Conn. — Christian Bertrand, André Soltner's chef de cuisine at New York's renowned Lutèce for more than a decade, has opened his own French restaurant, called Bertrand, in this bedroom community of New York. The restaurant is on the site of now-shuttered Greenstreet. Bertrand's successor at Lutèce has not been named.

Chi-Chi's spurns suitor; Carlyle expands stake

LOUISVILLE, Ky. — Chi-Chi's Inc. said it has spurned overtures from an unidentified company expressing interest in acquiring the Mexican dinner house chain.

Meanwhile, a separate concern, the Washington-based Carlyle Group, notified the Securities and Exchange Commission that it had amassed a 6.7-percent stake in Chi-Chi's.

Shortly beforehand, Chi-Chi's said it is proceeding with a previously disclosed plan to buy back as much as 25 percent of its 6.5 million shares outstanding.

Hardee's, 7-Eleven shelve twinning test

ROCKY MOUNT, N.C. — No. 4 fast feeder Hardee's and convenience-store giant 7-Eleven have suspended attempts to co-develop their concepts under a single roof.

The tests marked the first pairing of a convenience store and a fast-food outlet. Many other retailers and restaurant chains, including Church's and Dunkin' Donuts, have since launched similar trial ventures.

Hardee's president Bill Prather said the two would try another form of joint development after 7-Eleven's leveraged buyout.

Taco Viva names Ryan as its new president

POMPANO BEACH, Fla. — Donald J. Ryan, a purported turnaround specialist who held high-level posts at Friendly and Poppin' Fresh Pies, has agreed to become president of Taco Viva, a 64-unit Mexican fast-food chain here.

Ryan, currently president of Interim Restaurant Management, a company specializing in restaurant turnarounds, will assume his post at Taco Viva early this month. He will also serve as the chain's chief operating officer.

Ryan spent 17 years within the Friendly coffee shop system, rising to president, according to Taco Viva. The fast feeder said he also served as president of the Poppin' Fresh Pies coffee shop chain, which Pillsbury sold to Vicorp.

Fleck re-emerges as Chili's new partner

PHOENIX, Ariz. — Tom Fleck, founder of the Cork 'N Cleaver steak house chain and head of Garcia's of Scottsdale during that system's formative years, has stepped back into an entrepreneurial role as Chili's latest joint-venture partner.

Fleck and Aspen, Colo., restaurateur Peter Greene have signed on as the Phoenix franchisees of Flyer's Island Express, Chili's fledgling fast-food chain. The units will be built as a joint venture with the franchisor.

The duo said they plan to build as many as 50 Flyer's in the Phoenix area during the next three years.

H&H promotes Colello to Bojangles' top spot

LAS VEGAS, Nev. — Horn & Hardart has named Ronald Colello executive vice president and chief operating officer of its Charlotte, N.C.-based Bojangles' fast-food chicken chain.

Colello, 40, assumes duties formerly shouldered by restaurant group president Carlos Garcia, who has stepped out of Bojangles' day-to-day operations to become more involved in the activities of the 294-unit chain's parent.

Garcia had run Bojangles' since former president Christian Schoenleb resigned late last year when Horn & Hardart announced it planned to sell the chain.

Houston indy group restructures after split

HOUSTON — The founders of Louisiana Restaurant Associates, operator of such well-known restaurants here as Magnolia Bar & Grill and Landry's, have dismantled the company following three partners' decisions to bow out.

Billy Landry, Nathan Peck and Harold Albarado sold their stakes to former partners Jody Larriviere, Jim Gossen, and Floyd Landry for an undisclosed amount. The latter trio has formed a new concern called Louisiana Fine Foods Co. to assume operation of what remains of LRA.

In addition, the new company has acquired Landry, Peck, and Albarado's stakes in other Houston food-service businesses.

Earlier, LRA's partners sold their Willie G's and Landry's restaurants to Denis Wilson and Tillman Fertitta.

Marriott moves into residential market

WASHINGTON — Marriott Corp., the nation's second-largest food-service concern, is branching into the residential real-estate market through the development of a 17-acre community in Palm Desert, Calif.

Marriott said it would subdivide the tract, which is adjacent to the company's Desert Springs Resort & Spa, into 34 half-acre plots. Buyers must agree to build homes with Southwestern designs and landscaping.

Amoco unit fuels sales for Dunkin' Donuts

By Carolyn Walkup

DOWNERS GROVE, Ill. — Dunkin' Donuts is operating a satellite unit in an Amoco gasoline station here in its first test of a non-traditional location that could become commonplace.

The 800-square-foot takeout-only store offers Dunkin' Donuts' full product line, including soups, croissant sandwiches, and beverages, delivered two or three times daily from a nearby Dunkin' Donuts restaurant. "We are very encouraged by the results," said Vincent Brown, vice president of corporate development.

"We are working on this with several oil companies as a viable method of distribution," Brown said, adding that he cannot yet divulge the identities of the other oil companies until contracts are signed.

Dunkin' Donuts also has satellite units in more than 180 7-Eleven, Circle K, and Dairy Mart convenience stores. Those units are smaller than the one at the Amoco station, providing 12 to 14 doughnut varieties baked at nearby Dunkin' Donuts shops, Brown said.

Dunkin' Donuts also has units in 7-Eleven, Circle K, and Dairy Mart stores. Those units are smaller than the one at the Amoco station, providing 12 to 14 doughnut varieties.

A third satellite method of retailing is Dunkin' Donuts' license agreements with the Riese Organization in New York City. At some Riese locations the doughnut shop operates in combination with other restaurants, including Roy Rogers and Del Taco. The agreement calls for a total of 35 such outlets.

The chain's arrangement with Amoco is a smaller version of four McStop combination units operated by McDonald's. Those restaurants are located next to gas stations, truck washes, convenience stores, motels, and travelers' stores.

Suppliers, wholesalers, operators told: Cooperate

By Charles Bernstein

SAVANNAH, Ga. — In a panel discussion here last month, three food-service executives urged stepped-up cooperation among manufacturers, distributors, and operators.

"Manufacturers must contact and interface with all segments of these channels," emphasized John Patten, general manager of Quaker Oats' Foodservice Division.

"Distributors must provide information to operators on important aspects, such as how to rearrange the menu, how to do breakfast, and how to operate a salad bar at maximum efficiency," asserted John Cabot, a marketing vice president for Kraft's Foodservice Group.

"We are pleased that the three legs of the industry are working together more," said Ira Hermann, Arby's chief operating officer.

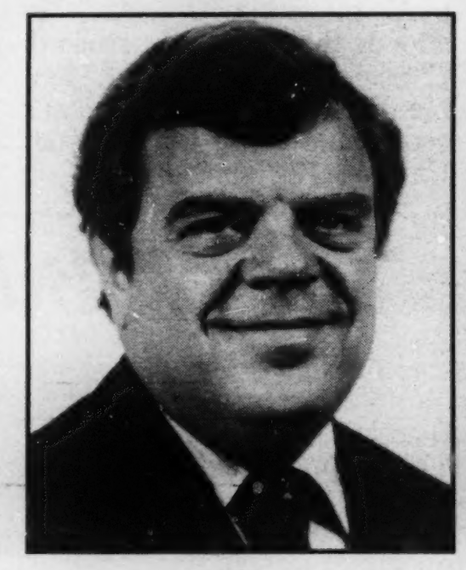
The three executives spoke to some 150 editors and publicists at the annual International Foodservice Editorial Council conference in the Hyatt Regency.

Patten suggested half seriously that all customer service people of distributors, manufacturers, and operators "should really be named executive vice presidents, as they are the absolute key people in the organizations. We must be totally customer driven at all times."

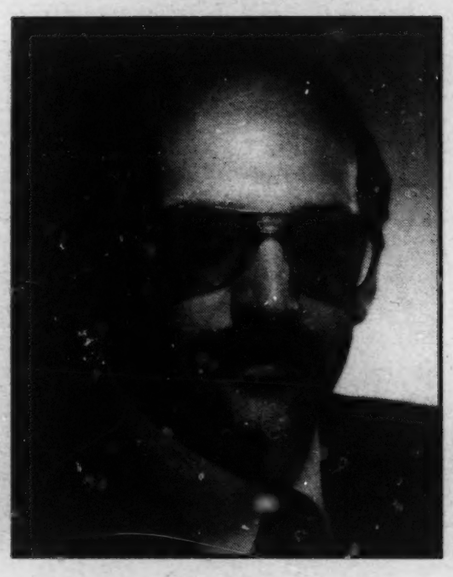
One of the biggest pitfalls for distributors is "managing all levels of service, response times, notification systems, clear invoices, credit approvals," Patten declared. He revealed Quaker plans to launch a new $20 million order entry system and to place even more emphasis on the needs of operators.

He labeled as a misconception the notion that Quaker is a bitter rival of Kraft's distributor system. "Kraft is a manufacturer as well as a distributor," he noted, "but we are friendly with them and in fact distribute some of our products through them, contrary to what many people seem to think."

In answer to a question later, Patten predicted continued consolidation among food- service distributors and projected that the current estimated 14 co-op distributor groups would be reduced to five or six within another few years.



Patten



Hermann

'Distributors must provide information to operators on important aspects, such as how to rearrange the menu, how to do breakfast, and how to operate a salad bar at maximum efficiency,' asserted John Cabot.

Cabot noted that Kraft's total food-service distribution volume (consisting of Kraft brands and many other brands) has soared to almost $3 billion annual sales from some 50 distribution centers. "The environment is really tough," he said, "and the operator has to know that the products he wants will be there in good order."

He stressed a pressing distributor need "for additional services, product information, and more defining of what the customer is really looking for."

Hermann portrayed Arby's co-op purchasing system as being "very effective." He said Martin-Brower is Arby's full-line distributor and "we operators don't have all the answers in this business. We've got to rely on manufacturers and distributors to help us."

At the same time, Hermann declared, "we expect 99-percent service on all items. The last thing we ever want to find out is that we're out of any item."

A rapid proliferation of products is putting far greater pressure on the entire distribution system, he observed.

Bobby McGee's sells J. Muncy coffee shop units

By Richard Martin

PHOENIX, Ariz. — Bobby McGee's Conglomeration, the 21-unit theme dinner house-nightclub chain, has sold its two J. Muncy & Co. "high-level coffee shops" to Omega Hospitality Group. Terms were not disclosed.

Omega operates the Chive's restaurant here.

Bob Sikora, founder and president of Bobby McGee's, said the Phoenix-based company has thus ended its two-year-long foray into diversification and would now concentrate on the expansion of its flagship chain, which reports annual sales of about $55 million. Plans include new Bobby McGee's units in hotels and a proposed harbor-front franchise in Sydney, Australia.

"No. 1, I overbuilt [the $2 million-a-unit, 200-seat Muncy's restaurants, in Phoenix and Mesa, Ariz.]," said Sikora, explaining his decision to sell the downscale, Main Street America-themed concept he had conceived as a chain-expansion vehicle. "No. 2," he added, "the timing was wrong with me and Muncy's; in other words, I was too busy with Bobby McGee's."

A manager of one of the Muncy's units said business had recently been "pretty slow" and was off sharply from the weekly per-unit sales of $45,000 and higher initially reported. The two restaurants, which opened in November 1985 and March 1986, "were not as profitable as [Sikora] had expected," said the manager, noting liquor sales, in particular, had been soft.

The Omega Hospitality group may expand the Muncy's concept, which features a pit barbecue, soda fountain, mesquite broiler, full bar and retail bakery.

Muncy's features a pit barbecue, soda fountain, mesquite broiler, full bar, and retail bakery. Average per-person checks are about $8.50 at lunch and dinner.

Omega Hospitality Group may expand the Muncy's concept, the manager said, although he did not know whether future units would be located in the intensely competitive Phoenix area. Meb Ladah, a principal of the company, which also operates in Canada, could not be reached for comment.

Sikora said successful hotel-based branches of Bobby McGee's, in Honolulu and Burlingame, Calif., provide impetus for additional hotel developments. The newest freestanding McGee's, which opened last May in Oxnard, Calif., is projected to post first-year sales of $5 million, he said.

Nation's Restaurant News

is published by
LEBHAR-FRIEDMAN INC.
425 Park Ave., New York, N.Y. 10022
212 371-9400
Subscription Services, ext. 379 or 419
Cable Address: LEBHAFRIED
Panafax: 212 838-0487

VP/Publisher ARTHUR L. ANDERMAN
Editor CHARLES BERNSTEIN
Executive Editor Rick Telberg
Special Projects Editor Joe Edwards
Senior Desk Editor
Tracey Taylor Woodard
Senior Editors Marilyn Alva (Advertising & Promotions), Paul Frumkin (Food Trends), Donald Jeffrey (Financial), Peter J. Romeo
Associate Editors Karen Bruno, Kenneth Frydman, Rick Van Warner
Bureau Editors Richard Martin (West Coast Chief Los Angeles), Alan Liddle (San Francisco), Carolyn Walkup (Midwest/Chicago), Ken Ranklin (Washington)
Desk Editors Peter O. Keegan, Katherine Rebin
Copy Editor Michael Schrader
Editorial Assistant Maryann Brunner
Art Director Milton Berwin

National Sales Manager
MARTIN J. FELDMAN
Eastern District Manager
Steven T. Lichtenstein
Eastern Area Managers
Chris Kirkby, Mary Jo Romeo
Advertising Sales Coordinator
Chris Hernandez
Production Manager Janet Egan
Research Director Anne Frascella
Circulation Director Steve Pippin
Production Director Stan Kaufman
Associate Director Classified
Teresa Loquercio
Classified Advertising Manager
Leslie Wolowitz

Group Publisher J. Roger Friedman

Founder (1900-1991) Arnold D. Friedman

President J. Roger Friedman
VP/Publication Services Barry Braverman
VP/Planning Harry A. Estes
VP/Finance James Granato
VP/Human Resources Richard D. Groberg
VP/Editorial Director David O. Mahler
VP/Sales C. Reese Musgrave
Assistant VP/Circulation Ellie E. Rowland

REGIONAL OFFICES

Boston 1 Gateway Center, Newton, Mass. 02158, 617-527-6394
VP/Regional Manager Robert T. Perry

Cleveland Summit One Building, 4700 Rockside Road, Independence, OH 44131, 216-642-3420
Office Manager Martha MacVean
Area Manager John Blatnik

Chicago 444 N. Michigan Ave., Chicago, Ill. 60611, 312-644-6688
Regional Manager Edward Neesel
District Manager Gary Knuth
Area Manager John McGuire, Ed Weisbrod

Los Angeles 606 N. Larchmont Blvd., Los Angeles, Calif. 90004, 213-464-8321
Regional Manager John Donoghue
District Manager David M. Pittman

San Francisco 400 Montgomery St., Suite 1110, San Francisco, Calif. 94104, 415-362-2575
Regional Manager Dick Harrigan
Area Manager Pattikay Lee

Washington 17735 Stirley Drive, Ashton, Md. 20861, 301-774-3895
Manager: Ken Ranklin
Correspondents Deane Evans, Amie Snider

Japan Diamond-Friedman Ltd., Chain Store Age News, Japan 1-4-2 Kasumigaseki, Chiyoda-ku, Tokyo, Japan, 504-8750

ABC MPA ABP

Publisher of Nation's Restaurant News, Discount Store News, National Home Center News, Drug Store News, Computer+ Software News, Chain Store Age Executive (with Shopping Center Age), Chain Store Age General Merchandise Trends, APPAREL merchandising, Business Guides Inc., Lebhar-Friedman Books; Inside Retailing (Newsletter); Chain Store Age News, Japan; Largo Music Inc.

Subscriptions
Call (212) 371-9400, ext. 419

Having a problem with your subscription? Send us full details, including the mailing label from the last copy you received, along with your telephone number. We'll do everything possible to solve the problem at once. Write to Circulation Fulfillment Director, Nation's Restaurant News, 305 Madison Ave., Suite 535, New York, N.Y. 10165-0079.

Permissions
Materials in this publication may not be reproduced in any form without written permission. Requests for permission should be directed to Arthur L. Anderman, publisher, Lebhar-Friedman Inc., 425 Park Ave., New York, N.Y. 10022.

NATION'S RESTAURANT NEWS
(ISSN 0028-0518)

Published weekly, every Monday except the last Monday in December. Subscription rate: Food-service operators and wholesalers/distributors, one year $26.50; two years $44.50. Auxiliary (consultants, architects, designers, manufacturers, suppliers, schools) and all others: $58. Single copy rate $2.00. Foreign subscriptions (air mail only) $500 per year. Second-class postage paid at New York, N.Y., and additional mailing offices.

Copyright© 1987 by Lebhar-Friedman Inc. All rights reserved. POSTMASTER: Send change of address to Subscription Department, Nation's Restaurant News, 305 Madison Ave., Suite 535, New York, N.Y. 10165-0079.

For change of address, please write Subscription Dept., Nation's Restaurant News, 305 Madison Ave., Suite 535, New York, N.Y. 10165-0079.
Six weeks' notice is requested. Please send old and new address and zip codes. If possible, include label portion of publication cover. For subscription problem, send full details, including mailing label and phone number, to Circulation Fulfillment Director, above address.

Vol. 21, No. 45 November 2, 1987

Hardee's begins new operations program

ROCKY MOUNT, N.C. — Hardee's Food Systems is implementing a new operations program designed to enhance service at its 2,800 restaurants.

The "Served With Pride" plan, which includes new training materials, emphasizes the importance of hospitality and consistency, said Paul Lovin, executive vice president of operations in a prepared release.

"Our objective is to be tops in providing customers with a pleasant eating experience each and every time they come to our restaurants," he said.

Hardee's Served with PRIDE

Training tools include product and equipment charts that should help managers identify probable causes and solutions to problems that occur in their restaurants.

A new crew-training kit contains tests, work sheets, and full-color product preparation guides. New restaurant progress and consultation forms and crew-training videotapes also are provided.

A new employee badge and recognition program for crew members who meet or exceed work station operations goals also is part of the program.

Lovin has designed a schedule to coordinate implementation of the plan and has assigned company and franchise district managers to make sure that units adhere to it.

Since joining Hardee's last year, Lovin has unified company and franchise personnel to significantly improve restaurant operations, said Bill Prather, Hardee's president.

"Paul's program has helped provide the impetus for average unit sales, systemwide sales, and customer visitations to skyrocket," Prather said.

Lovin and his operations team developed the "Served With Pride" program in conjunction with a special task force made up of both multi- and single-unit franchisees.

Paul Lovin

Tax reform poll: Half feel no effect, but 1 in 3 seek new ways to entertain

NEW YORK — The 1986 Tax Reform Act has not affected the restaurant, travel, lodging, and assorted entertainment spending of more than half of the 1,188 respondents polled by "Venture" magazine.

Though the new tax laws did not have an effect on travel and hotel deductions, only 80 percent of business meal costs can be written off. Therefore, one in three respondents is looking for new ways to entertain that still qualify for tax benefits. Another 10 percent are cutting costs by frequenting less expensive restaurants or having more in-house business meals.

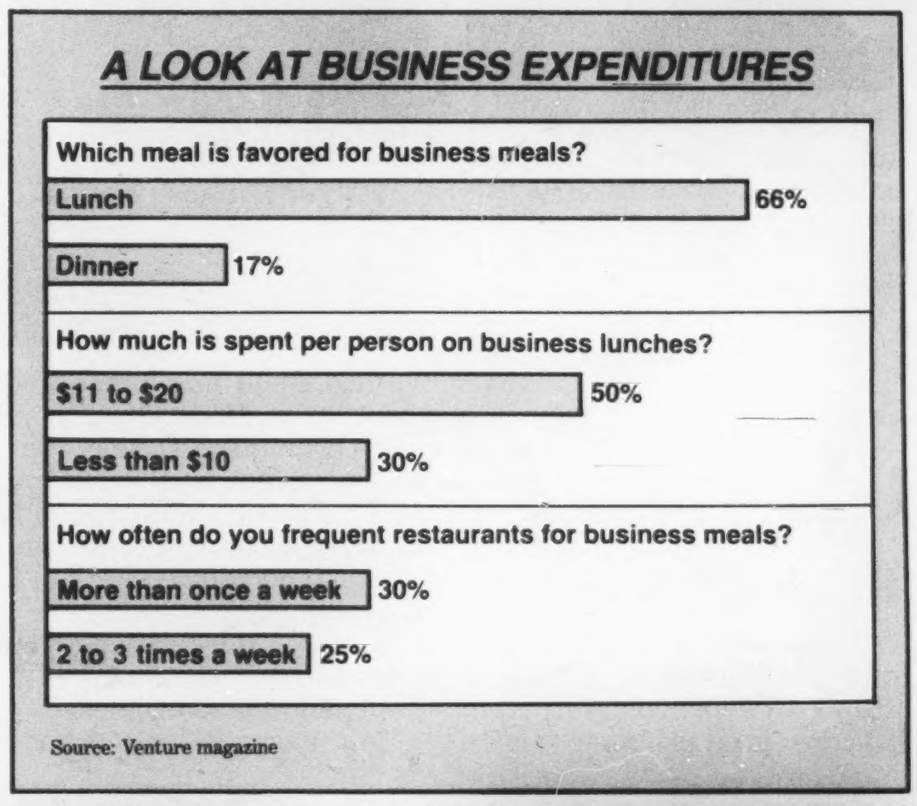
Nevertheless, restaurants are still the favored locations for business meetings. Nearly one-third of respondents visit public eating places more than once a week, and another 25 percent do so two or three times a month.

Food quality is most often the key criterion in choosing a business meeting facility, according to the survey. It also noted that 23 percent of respondents entertain clients in restaurants two or three times a month.

Two-thirds of those surveyed choose lunch for their business meal. Only 17 percent prefer the dinner hour for business meetings in restaurants.

More than half of the respondents spend $11 to $20 a person at lunch. An additional 30 percent spend less than $10 a head. For 40 percent, $21 to $35 per person is the normal tab at dinner.

Most respondents refuse alcohol during business meals, especially during the day. Eight out of 10 don't drink during lunch, although more than half do sip spirits over supper.


A LOOK AT BUSINESS EXPENDITURES
Which meal is favored for business meals?
Lunch 66%
Dinner 17%
How much is spent per person on business lunches?
$11 to $20 50%
Less than $10 30%
How often do you frequent restaurants for business meals?
More than once a week 30%
2 to 3 times a week 25%
Source: Venture magazine

Tranti's Backroom Computer gives you telecommunications and inventory control!

TRANTI systems incorporated

1 Chelmsford Road
North Billerica, MA 01862
Tel: (617) 667-8321

CALL F.I.R.S.T. ITEM # 45

FIRST AGAIN!

NEW!! EASY HANDLING TWIN POLY-PACK CUBE

UNCLE BEN'S® CONVERTED® Brand Rice the number one choice of both operators and patrons*, now comes in a new foodservice pack size. Twin 10 lbs. poly-bags packed in a cube provide easy handling.

Uncle Ben's, Inc.

*Research conducted by J.B.R. Research Co.
©Uncle Ben's, Inc. 1987
P.O. Box 1752, Houston, Texas 77251-1752
® "UNCLE BEN'S" and "CONVERTED" are registered trademarks of Uncle Ben's, Inc.

Paul Colombo

Colombo joins cruise group

SAN DIEGO — Paul Colombo has joined Hornblower Yachts as food and beverage manager of the San Francisco-based dining cruise company.

Colombo, the former chef-owner of Colombo's downtown restaurant and head chef for Colombo's Hillcrest, will coordinate and oversee all cuisine selection and preparation for cruises chartered aboard the 103-foot Zumbrota and the 70-foot Renown, both of which yachts operate from Coronado, on San Diego Bay.

Cortese new prexy at Hugin Sweda

PINE BROOK, N.J. — Richard A. Cortese has been appointed president and chief executive officer of Hugin Sweda Inc., a manufacturer of point-of-sale systems.

He was formerly the president and chief executive officer of Alpha Microsystems in California.

Feed 'em to the gills with Delta Pride Catfish.

It's easy with Delta Pride's full line of prime farm-raised, grain-fed catfish. Firm whole fish, tender fillets, thick steaks, all-white meat strips and nuggets, even hushpuppies. And, our famous oven-ready gourmet recipes, Delta Pride Classics™. It's the full line that can fill 'em up.

DELTA PRIDE CATFISH
America's No. 1 new taste.
1-800-421-1045

© 1987 Delta Catfish Processors, Inc.

CALL F.I.R.S.T. ITEM # 46

MOVERS AND SHAKERS
Toast and almond colors.
Sonically welded.
Commercial Products Group
1736 East Sunshine
Springfield, MO 65804
(417) 887-3854
French's

CALL F.I.R.S.T. ITEM # 47